



# ***“One HHS”***

## **10 Department-wide Management Objectives**

Revised April 7, 2003

**Purpose:** To better integrate HHS management functions to ensure coordinated, seamless, and results-oriented management across all Operating and Staff Divisions of the Department.

### **1. Implement Results-Oriented Management**

- Identify long-term outcomes for HHS programs and include these goals in the FY 2005 agency annual performance plans.
- Model private industry “best practices” for performance metrics
- Create meaningful, results-oriented performance contracts for Operating and Staff Division heads
- Create meaningful, results-oriented performance contracts for all employees.
- Publicize Department outcomes and senior management performance goals to HHS employees

### **2. Implement Strategic Human Capital Management**

- Complete full workforce assessments for each Operating and Staff Division
- Reduce the layers of HHS Operating and Staff Divisions, ensuring layers from primary management decision being made to implementation of work do not exceed 4
- Maximize coordination and operational efficiencies of administrative functions, including personnel, public affairs, legislative affairs, and facilities, by 2003
- Streamline organizational structures and reduce OPDIV and STAFFDIV management layers to no more than 4
- Implement strategic workforce plans that improve recruitment, retention, hiring, and leadership succession results for mission critical positions

### **3. Improve Grants Management Operation and Oversight**

- Review of grants to prevent prohibited or inappropriate spending (eg. Prohibited spending means, duplicating staff work, exceeding federal spending standards, avoiding hiring restrictions.)
- Link all grant announcements to Department-wide goals and/or specific legislation.
- Encourage new applicants while maintaining accountability.
- Support maximum competition for grant awards and institute a system for review and approval of proposed single source grant awards.
- Consolidate grant offices to take advantage of efficiencies created by electronic receipt of grant applications.

- Consolidate Grant Management Systems, resulting in multiple OPDIVs using the same grant management system.
- Support the E-grants Initiative by posting all notices of competitive grant awards to the FedBizOpps for Grants system no later than 9/30/03 and by preparing to accept grant applications submitted electronically via the E-grants system.

#### **4. Complete the FY 2003 Competitive Sourcing Program**

- Complete public-private or direct conversion competition on not less than 15 percent of the full-time equivalent employees listed on the approved FAIR Act inventories
- Competitions and direct conversions are conducted pursuant to the approved competition plan.

#### **5. Improve Information Technology Management**

- Initiate consolidation of business (administrative management) systems.
- Complete implementation of IT infrastructure consolidation as approved by the HHS CIO by October 2003 in FDA, CMS, NIH, CDCD and HIS
- Complete transition of IT infrastructure resources to the Small OPDIV Consolidation effort and fully implement support from the new, centralized IT consolidation for HRSA, ACF, AOA, PSC, OS, SAMHSA, OIG, and AHRQ by October 2003.
- Initiate implementation of products, services, and policy directives yielded by the Enterprise Initiatives as described in the HHS IT strategic 5 Year Plan.

#### **6. Administrative Efficiencies**

- Work across divisions to consolidate programs and maximize resources
- Improve efficiencies of administrative operations by analyzing and moving to a shared services environment for administrative functions.
- Build on the infrastructure provided by enterprise information systems such as UFMS
- Develop and implement standards for operating procedures and data definitions
- Move savings derived from administrative efficiencies into the program areas
- Strengthen the review of travel and conference registration spending
- Coordination of conference sponsorship and other advertising across multiple OPDIVs.
- Create a Strategic Partnering Council that will guide a Department-wide Strategic Partnering Initiative
- Identify and eliminate barriers to attainment of implementing shared-services solutions in support of cross-opdiv consolidation of activities, i.e. public affair, legislative affairs, facilities and acquisitions.
- Successfully participate in two collaborative efforts involving implementation of shared-services solutions.

#### **7. Continue Implementation of Unified Financial Management System (UFMS)**

- Define UFMS requirements (technical, function, programmatic)
- Design UFMS to satisfy requirements
- Conduct Conference Room pilot
- Begin CDC and FDA implementation

## **8. Consolidate management functions**

- Consolidate administrative management functions, including personnel, IT, budget, procurement, financial management, grants management, facilities, etc, and redirect resources to mission areas

## **9. Achieve efficiencies through HHS-wide procurements**

- Participate in HHS wide reverse auctions and consolidated procurements
- Meet or exceed every HHS Small Business Contracting Goal

## **10. Conduct Program evaluations and implement corrective strategies for any deficiencies identified**

- Implement a systematic approach to program evaluation for HHS programs that makes use of internal resources, reciprocal evaluations, and contractors to achieve regular independent and quality evaluations to indicate that the program is effective and achieving results.
- Participate in the establishment of a Department-wide effort that results in effective corrective action plans for HHS programs that have been reviewed with the Program Assessment Rating tool.



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## **10 Department-wide Program Objectives**

Revised April 7, 2003

**Mission:** To enhance the health and well-being of Americans by providing for effective health and human services and by fostering strong, sustained advances in the sciences underlying medicine, public health, and social services.

### **1. Increase access to health care (Closing the Gaps in Health Care)**

- Create new, affordable health insurance options
- Strengthen and improve Medicare
- Expand access to health care services for targeted populations with special health care needs
- Strengthen and expand the health care safety net
- Increase access to quality health care services for American Indians and Alaskan Natives
- Eliminate racial and ethnic health disparities

### **2. Expand consumer choices in health care and human services**

- Expand community and faith-based partnerships
- Increase the appropriate use of effective health care services by medical providers

### **3. Emphasize preventive health measures (Preventing Disease and Illness)**

- Reduce behavior and other factors that contribute to the development of chronic diseases (diabetes, obesity, asthma, heart disease, stroke and cancer) contained in “Steps to a Healthier U.S.”
- Reduce the incidence of sexually transmitted diseases and unintended pregnancies
- Increase childhood and adult immunization rates
- Reduce tobacco use, especially among youth

#### **4. Prepare for and effectively respond to bio-terrorism and other public health emergencies (Protecting our Homeland)**

- Reduce the incidence of sexually transmitted diseases and unintended pregnancies
- Build the capacity of the health care system to respond to public health threats in a more timely and effective manner, especially bio-terrorism threats
- Improve the safety of food, drugs, biological products, and medical devices

#### **5. Improve health outcomes (Preventing Disease and Illness)**

- Reduce the incidence and consequences of injuries and violence
- Reduce substance abuse
- Improve consumer and patient protections
- Increase consumer and patient use of health care quality information
- Accelerate the development and use of an electronic health information infrastructure

#### **6. Improve the quality of health care ( 21<sup>st</sup> Century Health Care)**

- Reduce medical errors
- Accelerate private sector development of new drugs, biologic therapies, and medical technology
- Improve the coordination, communication, and application of health research results.

#### **7. Advance science and medical research (Improving Health Science)**

- Strengthen and diversify the pool of qualified health and behavioral science researchers
- Advance the understanding of basic biomedical and behavioral science and how to prevent, diagnose, and treat disease and disability
- Strengthen the mechanisms for ensuring the protection of human subjects and the integrity of the research process.

#### **8. Improve the well-being and safety of families and individuals, especially vulnerable populations (“Leaving No Child Behind”)**

- Promote family formation and healthy marriages
- Improve the development and learning readiness, as appropriate, of infants, toddlers, and pre-school children

- Increase the involvement and financial support of non-custodial parents in the lives of their children
- Increase the percentage of children and youth living in a permanent, safe environment

## **9. Strengthen American Families (Working Toward Independence)**

- Increase the proportion of low-income individuals and families, including those receiving welfare, who improve their economic condition
- Increase the proportion of older Americans who stay active and healthy
- Increase the independence and quality of life of persons with disabilities, including those with long-term care needs.
- Improve the economic and social development of distressed communities

## **10. Reduce regulatory burden on providers, patients, and consumers of HHS' services**

- Reduce regulatory burden on providers and consumers of HHS services